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ABSTRACT

This report provides an overview of the campaign to promote and advertise Candidates' Fair '72 and the staging of this one-day statewide political forum. Candidates' Fair '72 (CF '72) was an outgrowth of the philosophy of North Seattle Community College's Center for the Study of Practical Politics, a philosophy advocating that politics is meaningful for those who understand it. The purpose of CF '72 was to provide voters with an opportunity to meet local and state candidates and spokesmen for ballot issues upon which they would decide in the 1972 general election. The report details the organization, strategy, finance, media relations, advertising and publicity, and physical staging of CF '72. A steering committee was responsible for staging and promoting the fair. Financing the CF '72 campaign and event were the responsibility of the fair organization, not of North Seattle Community College. Media relations were also designed and executed by the fair organization. Although the report may be of value to others who attempt similar public service efforts, it should not be construed as a how-to-do-it manual. However, recommendations for future political forums, including timing and staffing considerations, and an appraisal of the educational value of such events, comprise the concluding chapter of the report. (JDS)

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Revival of Political Americana

JC 760 445

Center for the Study of Practical Politics
North Seattle Community College

Revival of Political Americana

An Analytical Review of the Organization of Candidates' Fair '72.

Vernon F. Anderson, Director
Center for the Study of Practical Politics

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PREFACE

The following report is an overview of Candidates' Fair '72--the four months of developing and executing the campaign and the staging of this statewide forum at North Seattle Community College on October 14, 1972. Although this overview may prove of heuristic value to individuals who attempt similar public service efforts in the future, it would be a serious error to consider the following pages as a how-to-do-it manual. As will be immediately recognized by any reader who has endured the expectations, anxieties, failures and exhilarations of a political campaign, much will be left unsaid. Not only will this report find it impossible to communicate the complex of emotions that were experienced by the leadership of CF '72, it will also fail to adequately relate the sacrifices and the sheer physical exhaustion that became commonplace to most members of the steering committee and many volunteers.

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Introduction

Candidates' Fair '72 was an outgrowth of the philosophy of North Seattle Community College's Center for the Study of Practical Politics; a philosophy which advocates that politics is meaningful for those who understand it. Since the beginning of the Center in 1971 this philosophy has been pursued primarily by providing students with a working knowledge of politics so that they can meaningfully participate in the political arena. The idea of Candidates' Fair '72 was an adaption of this philosophy in a manner which extended to the general public.

The purpose of CF '72 was to provide voters with an opportunity to become acquainted with the candidates and ballot issues upon which they would have to decide in the 1972 general election. To make this as convenient as possible for the voter, it was decided to stage a one day political forum to which candidates for statewide office, for the superior court, and congressional and legislative candidates from thirty-four districts would be invited to participate. Proponents and opponents of all statewide ballot issues were also invited. To further attract the people the forum was staged in an atmosphere of political Americana--with all of the appropriate fanfare. Interspersed with the serious purpose of political dialogue there was live entertainment, straw hats, political caricature, hot dogs and popcorn.

The response to CF '72 was outstanding. Thousands of people attended the forum during the day to meet with over eighty candidates and ballot issue spokespersons. Thus, the pre-event promotion that projected there would "be no greater forum in Washington" during the campaign season was brought to realization. The most spectacular single feature of the event

was the first debate in the gubernatorial race of Governor Dan Evans and former Governor Albert Rosellini; a debate which turned the tide in this race. The significance of event CF '72 was also amplified by the delayed broadcasting of election specials based on CF '72 by several television stations--KOMO-TV (Seattle), KCTS-TV (Seattle), KATU-TV (Portland), and KREM-TV (Spokane).

The concept of Canidates' Fair '72 originated in a proposal developed by Vern Anderson which advanced a different approach for public service coverage of the 1972 election by television. On a non-priority basis, this proposal was submitted first to the Public Service Office of KIRO Television. After consideration of the proposal by KIRO-TV, Phil Corvo, Public Service Director, expressed a lack of interest in the proposal because KIRO-TV was satisfied with the format of the election coverage that they had used in previous campaigns. With the assistance of Milt Furness a similar proposal was offerred to Art MacDonald, Special Events Director at KOMO Television. The initial discussion, in mid-March with Art Gerbels, Public Affairs Manager and Art MacDonald was encouraging. They indicated an interest in the Center programming proposal because they were looking for a new approach for coverage of the 1972 campaigns.

In late April Art MacDonald confirmed the desire of KOMO-TV to build two or more election specials based on the proposed political fair at NSCC. During the following week Dr. Baxter and other NSCC Administrators were advised of the progress of the talks with KOMO-TV. In an early May meeting of the new Public Affairs Manager at KOMO-TV, Tim Bullard, Art MacDonald, and Vern Anderson, an agreement was reached on the site of the fair, the month in which it would be staged, and the groundrules of the relationship between KOMO-TV and NSCC. The fair would be handled as

a college sponsored event which KOMO-TV would monitor in total on videotape. In exchange for a guarantee to NSCC of at least one hour of prime-time coverage of the fair, KOMO-TV was guaranteed exclusive rights (excluding news coverage) to program the fair as an election special. Consequently, it was decided that pre-event publicity would emphasize the fair as a college sponsored event while post-event publicity would be billed as a KOMO-TV election special. The date of October 14th was established later after a comprehensive review of potentially conflicting events on other weekends in October.

With the date for the fair and the relationship between KOMO-TV and NSCC established, the final step in the pre-organization phase was completed when the authority to plan, manage, and finance the fair was confirmed by Dr. Baxter. This was accomplished through the medium of a verbal and written contract which stipulated the director of Candidates' Fair '72 was responsible for the promotion and execution of the event. The CF '72 director was responsible to the College President.

Organization

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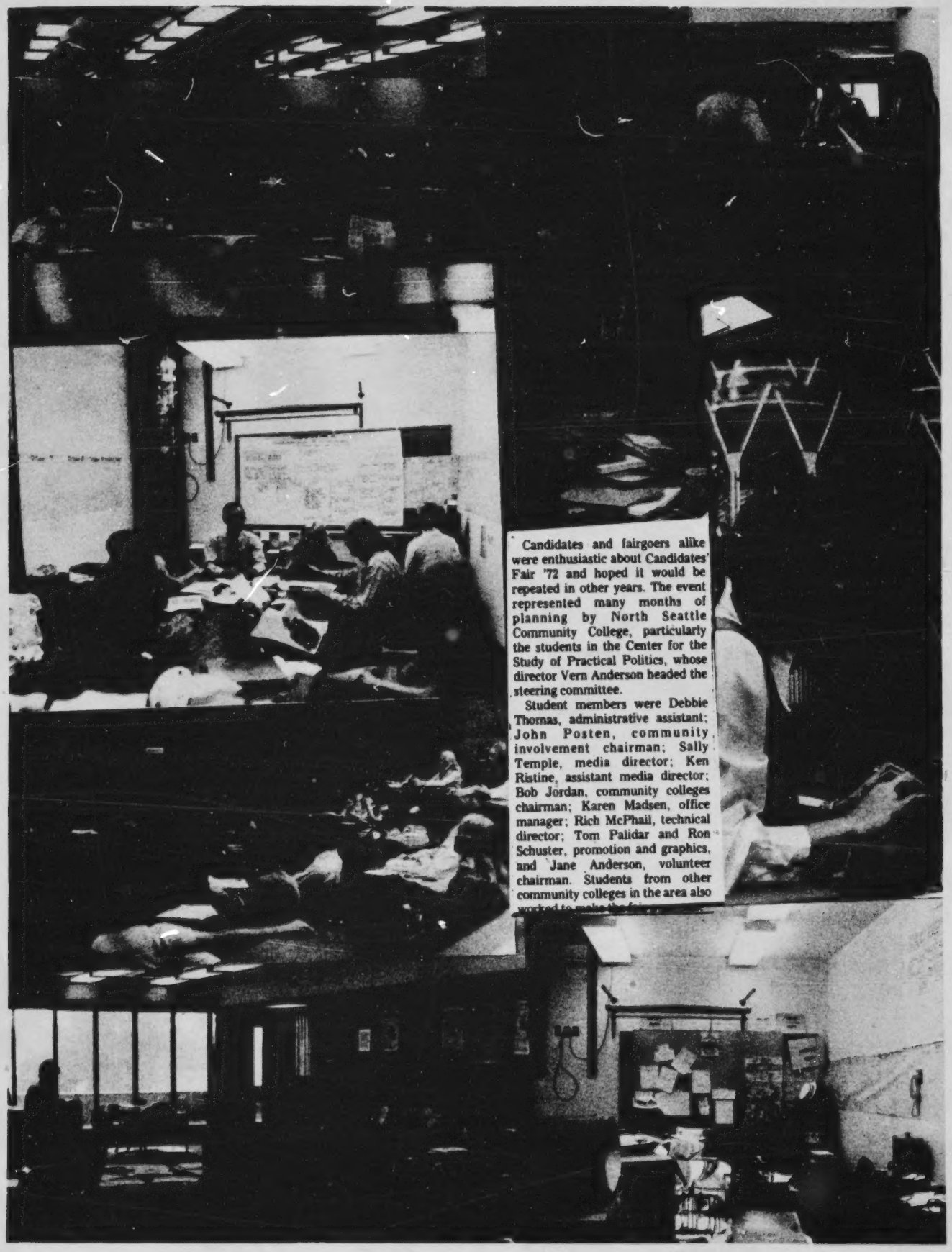
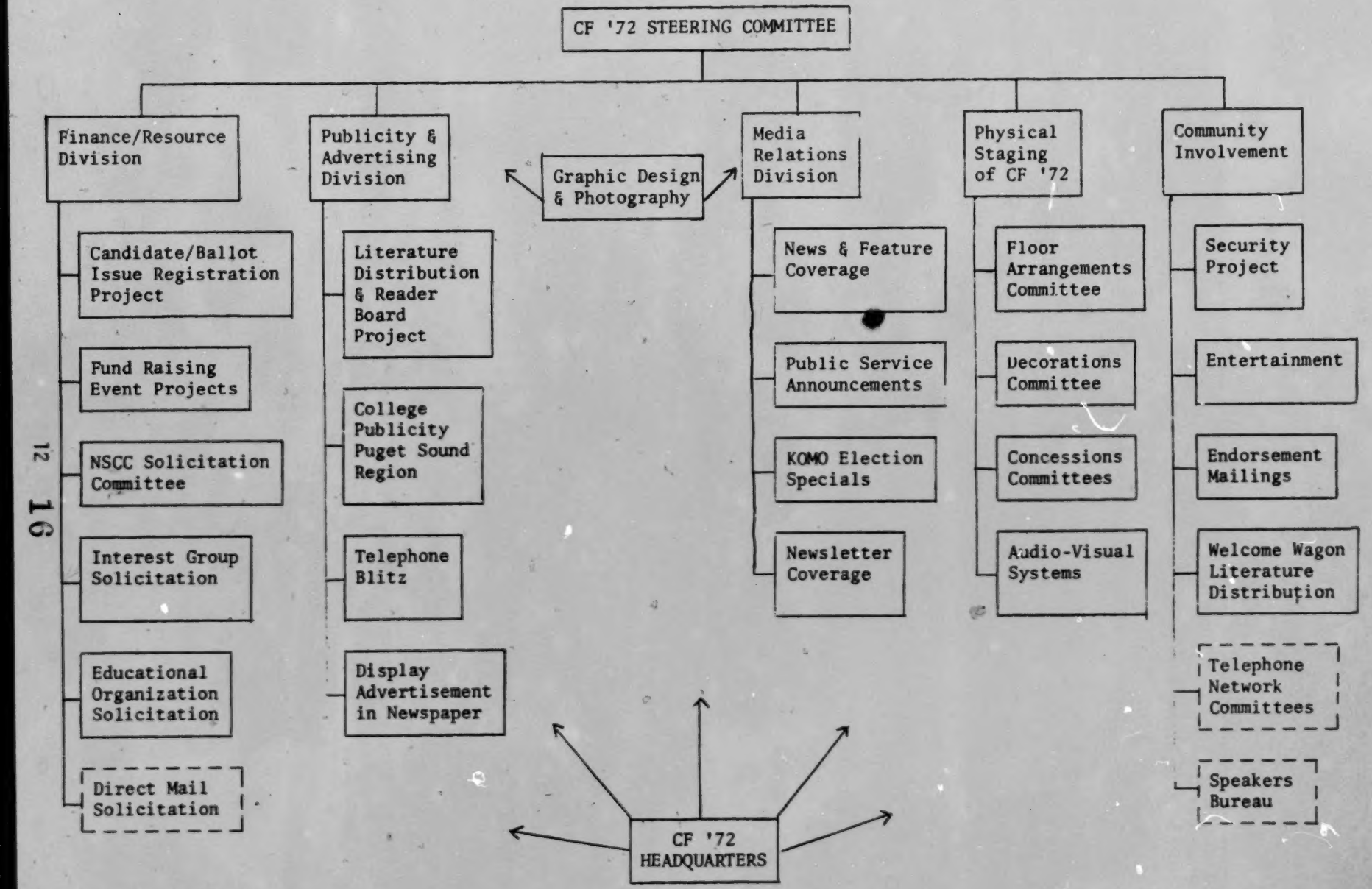


Candidates and fairgoers alike were enthusiastic about Candidates' Fair '72 and hoped it would be repeated in other years. The event represented many months of planning by North Seattle Community College, particularly the students in the Center for the Study of Practical Politics, whose director Vern Anderson headed the steering committee.

Student members were Debbie Thomas, administrative assistant; John Posten, community involvement chairman; Sally Temple, media director; Ken Ristine, assistant media director; Bob Jordan, community colleges chairman; Karen Madsen, office manager; Rich McPhail, technical director; Tom Palidar and Ron Schuster, promotion and graphics, and Jane Anderson, volunteer chairman. Students from other community colleges in the area also

The organization responsible for promoting and staging Candidates' Fair '72 was an ad hoc entity operating under the auspices of the Center for the Study of Practical Politics. The structure and modus operandi of the CF '72 organization was similar to a political campaign, as delineated on Figure 1, below. The decision-making and operational nucleus was a steering committee of ten persons. As a committee, these individuals charted the direction of the CF '72 promotion campaign and the program of the event. As individuals, they assumed responsibility for specific areas of the campaign effort and the physical staging of the fair. For a summary of the rules governing the operation of the steering committee, see Appendices E-1. To assist the members of the steering committee in executing their responsibilities, there were various sub-area chairpersons, other persons who acted in liaison for the accomplishment of specific purposes, and a volunteer force that grew to approximately two hundred people.

When the CF '72 organization reached its full capacity, the steering committee was composed of the following members: Vern Anderson, director; Debbie Thomas, administrative assistant to the director; Sally Temple, media relations director; Ken Ristine, assistant media relations director; Bob Jordan, director, college publicity: Puget Sound region; John Posten, director community involvement; Jane Anderson, director, literature distribution and readerboard advertisement; Karen Madsen, office manager; Rich McPhail, technical director; and Tom Palidar, graphic and photographic support.



- - - Indicate committees that were not operational.

Despite the accuracy of this description of the steering committee, it fails to be totally revealing for it creates the illusion that a static organizational structure existed throughout the campaign. Consequently, a summary developmental description is offered to hint at a more realistic picture of the dynamics that transpired prior to the above-described steering committee.

In early June, the first persons to be recruited for the steering committee were Sally Temple, Debbie Thomas and Ron Schuster. They helped lay the groundwork for the campaign, in addition to accepting responsibilities in specific areas. Sally Temple assumed the role of media relations director with Debbie Thomas acting as her assistant. The area of responsibility for Ron Schuster was that of graphic and promotional idea development. By the July 23 steering committee meeting John Posten had committed himself to organize and coordinate the community involvement division. Rich McPhail joined the steering committee in early August. His initial efforts were in the area of promotional writing, but as his technical talents became known he assumed the responsibility for the design, installation and operation of the complex audio system that was needed for the fair. Tom Palidar, who performed support services in the areas of photography and graphic design, was recruited in mid-August. Due to shifting organizational demands, Palidar eventually replaced Ron Schuster in the graphic area. Bob Jordan, who took charge of acquiring the assistance of colleges in the Puget Sound area, joined the steering committee. in late August.

With the mounting workload of the CF '72 headquarters and the pressing need to better coordinate inexperienced volunteers, Karen Madsen and Jane

Anderson agreed to accept the responsibilities of, office manager and literature distribution and readerboard advertisement, respectively, in early September. The last person to join the ranks of the steering committee was Ken Ristine. In addition to relieving Debbie Thomas of her duties in media relations, thus allowing her to become administrative assistant to the CF '72 director, Ristine was invaluable as a liaison with the political community and as an organizational trouble-shooter.

The organization of the steering committee in a fashion similar to a political campaign was appropriate because the objective of the CF '72 organization was almost the same as a political campaign. The"candidate" which the CF '72 organization promoted was the fair itself. This campaign had to be executed on the basis of a volunteer effort for a special election date - October 14. Perhaps the most glaring differences between a typical political campaign and the fair campaign were the liabilities of the latter. Until adequately promoted and advertised, the fair was no more than a concept. As a fledgling concept, the fair had no personality, history, or political alliances. The hurdle which had to be overcome by the CF '72 organization was well-summarized by an individual in a leadership capacity in one of the statewide campaigns. "Most candidates do not understand the potential significance of CF '72. They are perceiving it as another one of those dime-a-dozen fairs where candidates get the opportunity to meet other candidates. The other problem is that they have stereotyped the community college as not being capable of producing anything more; particularly in view of the past failures of several universities in this area."

The decision of Dr. Baxter to provide for direct accountability of

the CF'72 director to the college president provided the only chain-of-command relationship that could facilitate the organizational flexibility and accessibility that was necessary for a campaign operation. The dynamics which characterize a campaign operation are most difficult, if not impossible, when the internal decision-making and action of the campaign are dependent on a multi-level organizational structure which is outside the campaign organization. The accountability relationship which was established not only created the temporary intra-college relationships for an ad hoc organization, which were not delineated in the normal operating procedures of the college, but it also served to symbolize the college-wide commitment to the fair effort.

From the viewpoint of an entity capable of decision-making, the size of the steering committee did present difficulties on occasion. However, it was necessary to have direct input from the major areas of organizational responsibility that were represented on the steering committee. The need for the participation of these individuals for effective decision making is explainable on the basis of two premises. First, the specialized areas of responsibility needed to be voiced in decisions on a simple informational basis. Not only did each member possess the most accurate knowledge of area needs and capabilities, each major decision had an impact on the allocation of resources and performance goals of other areas. Secondly, but of equal importance, the level of personal commitment demanded of each steering committee member necessitated that they have a voice in charting the direction of the campaign.

Despite the overall success of the steering committee's performance,

the implementation of a membership policy which would have distinguished between area responsibility roles versus support functions would have improved the effectiveness of this committee. The rationale of this recommendation is to limit voting positions on the steering committee to persons whose area(s) of responsibility are both major and clearly interdependent to other major areas of responsibility. In other words, voting members would have areas of responsibility that would be necessarily oriented to, and have to be coordinated with, the total campaign effort. Had this policy been implemented in the campaign under discussion, the roles of technical director and graphic/photography support would not have served as voting members of the steering committee. The exclusion of these roles would permit the addition of two other important areas of responsibility--finance director and event manager--without expanding the size of the committee. The pressing need for a finance director was realized for the initial planning stages, but an individual who was both capable and available was never located. As a result, the financial area had to be assumed by the CF '72 director. The need for an event manager is recognized in retrospect. This individual would have the responsibility for the organization and coordination of the physical staging of the fair. Although the primary emphasis of this role would be oriented to areas of entertainment, concessions and the recruitment and coordination of volunteers to staff the fair, consideration might also be given to include the areas of decoration and floor arrangements.

Strategy

As noted above, the concept of a statewide candidates/issues fair was an unproven idea. Recognition of this situation made the sponsorship of the event by the Center for the Study of Practical Politics more than a coincidence. Rather this was a tactical decision to transfer the support of many members of the political community for the Center to Candidates' Fair '72. In following this course of action the fair campaign was not only provided a letterhead, which exhibited the prestige of Washington's political leadership, but it was also instrumental in evoking the active support of individuals who had cooperated with the Center in the past.

The underlying strategic goal of the campaign was best phased in the advice received from Congressman Joel Pritchard. "To make the fair a success you will have to make Candidates' Fair '72 the thing to do this year." In other words, the image which had to be created for both the political community and the media was that the fair would be a significant political event which they could not afford to ignore. With this strategic objective in mind, the closing statement of the initial invitation to potential participants read: "There will be no greater forum for candidates and ballot issue spokesmen...than Candidates' Fair '72." In various ways all efforts were directed to communicating this theme in a promotional campaign of increasing momentum; a momentum that peaked in the two weeks prior to the event.

A necessary component of realizing this strategy was obtained with the early commitment of KOMO-TV to provide extensive prime-time coverage of the event. This commitment not only lent credence to the significance of the event in general, but the opportunity for free television exposure is a desirable commodity to individuals competing in the political arena. With-

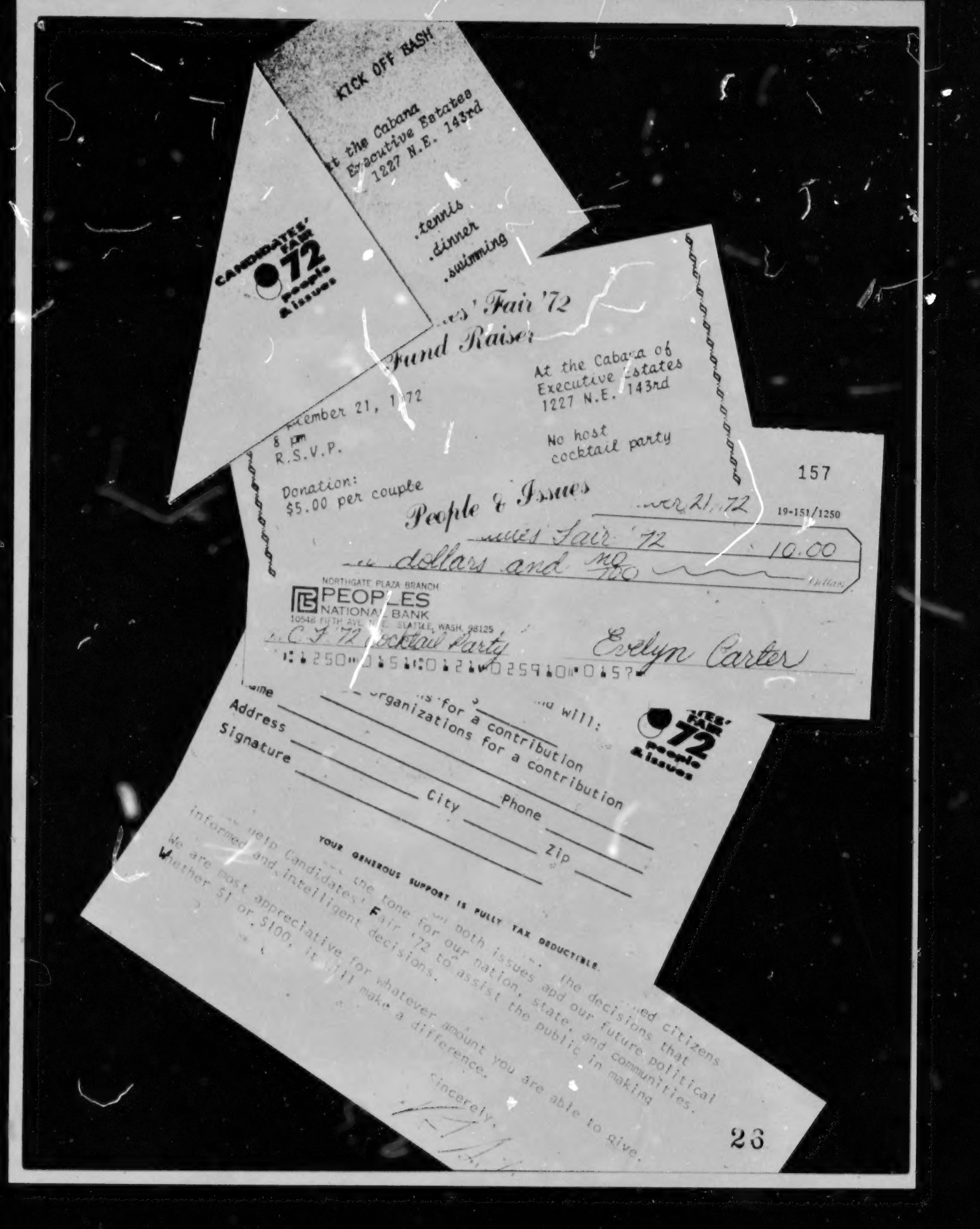
out this asset the event would not have been able to achieve its success in attracting the participation of candidates and ballot issue spokespersons. This is particularly true in the case of statewide candidates.

Of crucial importance in laying the groundwork for the peaking of the campaign was the CF '72 Fund Raising Cocktail Party of September 21st. This pre-fair event served to demonstrate, as stated in the hopeful projections of the campaign staffers, "that the fair bird can fly!" Through a tactically dangerous, but necessary process of playing the media against the candidates attending against a hopefully large guest list, this event was an outstanding success. That is to say, the persons of each of these three groups were persuaded to attend on the assurance that the other groups would be at the cocktail party; a fact that was not totally accomplished until the evening of the party. In addition to yielding about 10 percent of the campaign budget, the favorable media coverage of this event established the image of success that served as a baseline for convincing the political community and the media that CF '72 was "the thing to do this year." As summarized in one newspaper, the fund raiser "looked like the political party of the general election session....according to Prichard, Candidates' Fair '72 will be one of the more important affairs of this year...."

The final component that would assure the success of CF '72 was to take measures that would draw large crowds to the event. This task was approached in two ways. To be able to promote more than coming to listen to politicians as a civic duty, it was decided that the atmosphere of the forum was to be that of a festive spirit--the revival of political Americana. Thus, the campaign could promote the excitement and entertainment aspects of the event. The steering committee also concluded that there was a need to feature one or more special attractions to guarantee the crowd drawing capacity of CF '72.

In addition to a continuous effort to ferret out possible debates between major political contenders, there were overtures initiated to arrange several alternatives. Senator Henry Jackson was invited to give a keynote address but the fair could not compete with a presidential campaign commitment of the Senator in Kentucky. With the assistance of KOMO-TV considerable progress was made toward featuring the stars from the MGM film "The Candidate." The feasibility of this plan ended when MGM cancelled their plans for a promotion program of "The Candidate" in the Northwest. Efforts to obtain Chet Huntley as a keynote speaker bogged down because of the inability of CF '72 to fund or promote a Montana-Seattle round trip flight. Thus, the 7:30 a.m. phone call from the Evans Committee inquiring on the feasibility of specifying CF '72 in Governor Evans' challenge to debate former Governor Rosellini was a welcome relief after a series of frustrated attempts to arrange a feature attraction.

Finance



KICK OFF BASH

t the Cabana
Executive Estates
1227 N.E. 143rd

.tennis
.dinner
.swimming

CANDIDATES' FAIR '72
people & issues

...es' Fair '72
Fund Raiser

...ember 21, 1972
8 pm
R.S.V.P.

At the Cabana of
Executive Estates
1227 N.E. 143rd

No host
cocktail party

Donation:
$5.00 per couple

157

People & Issues ...ber 21, 72 19-151/1250

...es' Fair '72 10.00

... dollars and no/100 Dollars

NORTHGATE PLAZA BRANCH
PEOPLES NATIONAL BANK
10548 FIFTH AVE. N.E. SEATTLE, WASH. 98125

...C.F. 72 Cocktail Party Evelyn Carter

⑈250⑈ ⑆125⑆ ⑆121⑆ 025910⑈ 0157

...is for a contribution
...organizations for a contribution
...will:

CANDIDATES' FAIR '72
people & issues

Name
Address
Signature
Phone
City
Zip

YOUR GENEROUS SUPPORT IS FULLY TAX DEDUCTIBLE.

...help Candidates' Fair '72 to assist the public in making
informed and intelligent decisions.

...the tone for our nation, state, and communities.

...both issues and our future political

...the decisions that

...ed citizens

We are most appreciative for whatever amount you are able to give.
Whether $1 or $100, it will make a difference.

Sincerely,

23

The financing of the CF '72 campaign and the staging of the event was the responsibility of the fair organization, not North Seattle Community College. Consequently, the revenue and resource producing approach was that of fund raising events and direct solicitation. The only exception to this approach was the monies that were acquired from the $15 registration fee which was paid by candidate and ballot issue committees that particpated in the event. Figure 3, below,provides a summary financial statement of the contributions received by CF '72 and distribution of these resources.

In view of the failure to recruit a finance director, the responsibility of this area was under the direction of the CF '72 Director. The absence of an individual in the organization who concentrated solely on fund raising was reflected in the minimal organization structure to pursue this function. With the exception of Patricia Keller, who took charge of soliciting monies from the AHE chapters, the formal organization was limited to the NSCC solicitation committee. The effort of this committee did not extend beyond college personnel.*

Fund Raising Events

The first fund raising event took place on August 6th at the cabana of Executive Estates. This was a swim/buffet party which was targeted toward student attendance. Thus, the tickets were sold for a nominal donation of of $1.50 per person.** In addition to the objective of raising a small amount

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*See Appendices, Section A. Item 7 and 10, respectively, for sample of CF '72 pledge card and solicitation letter sent to NSCC Administrators.

**See Appendices, Section A, Item 1 for sample of copy of ticket for this event.

CANDIDATES' FAIR '72
Financial Summary
March 31, 1973

Income Accounts		
Cash Contributions	$3,547.05	
In Kind Contributions	4,851.30	
Total Contributions		$8,398.35
Liability Accounts Outstanding		
Politic Center Account-Overexpenditures	2.00	
Accounts Payable - CF '72 Director	10.52	
Total		$ 12.52
Revenue Accounts		
Fund Raising Events	$ 948.25	
Individual Contributions	769.05	
Organizational Contributions	5,416.05	
Fair Registration Fees	1,265.00	
Total Contributions		$8,398.35
Expense Accounts		
Advertising Expense	$2,342.88	
Concessions Inventory Expense	197.74	
Decorations & Costumes Expense	973.48	
Fund Raising Expense	295.83	
Graphic Expense	118.26	
Miscellaneous Expense	2,198.57	
Office Equipment Expense	715.73	
Office Supplies Expense	272.49	

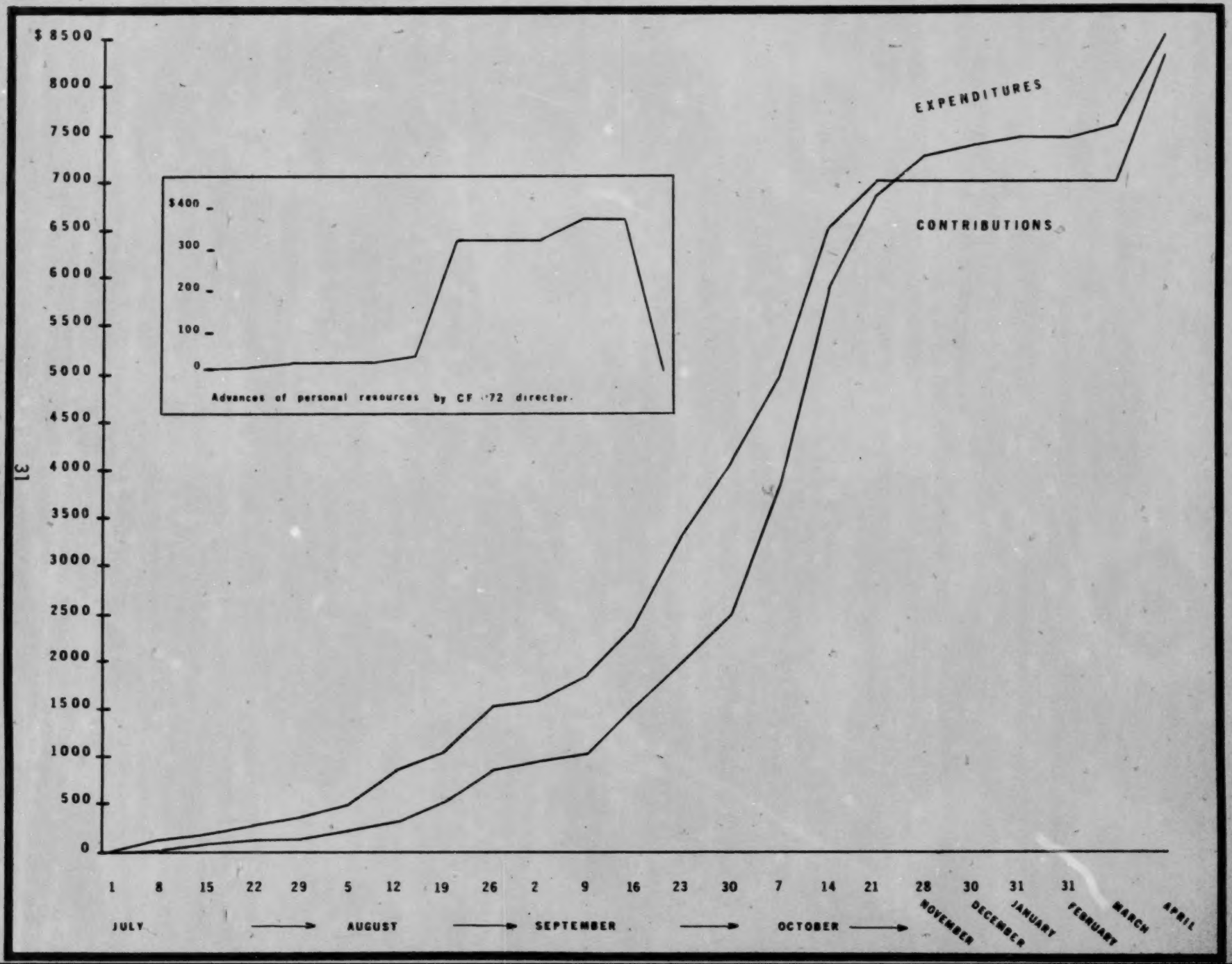
(cont'd)

Expense Accounts (cont'd)		
Petty Cash Expense	$ 37.96	
Photography Expense	112.64	
Postage Expense	326.98	
Printing Expense	382.44	
Public Relations Expense	103.69	
Transportation Expense	447.12	
Total		$8,525.81

of start money, the intent of this party was also to make the fair effort visible to students before the closing of the summer session.

Pressured by the closing of summer session, the timing of this party was a premature venture for the capability of the CF '72 organization. The turnout of about forty-five persons yielded a profit of $66.00. Nonetheless, given the liabilities of a last minute idea for the party, late printing of tickets which left only five days for a poorly coordinated sales effort, the event was instructive. For the newcomers to this type of activity it provided a concrete demonstration that advance planning and coordination are needed for even minor events.

The CF '72 cocktail party of September 21st stood in sharp contrast to the first fund raising attempt--both in terms of organizational coordination and success. There was an early recognition that this would be the major fund raising event. By early August, the date of September 21st was scheduled for the party and the financial target of $1,000 was established. The date of the party was calculated on two criteria. First, to facilitate maximum candidate attendance and resultant newsworthiness of the event, the date had to be after the primary election but before the cocktail party would have to compete with the flood of news and activity that would come later in the campaign season. Secondly, from a financial viewpoint, the date was selected to maximize the attendance of college personnel, thus providing a baseline of paying guests. In evaluation of the date selected--two days after primary election--the only potential problem was convincing candidates to attend when their greatest desire was to relax a few days after their primary battles. However, when the potential problem of candidate availability was placed in juxtaposition to the projected needs of CF '72 for working capital, the financial needs had to dominate the decision. Examina-


$ 8500
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1000
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0
EXPENDITURES
CONTRIBUTIONS
$400
300
200
100
0
Advances of personal resources by CF '72 director.
1 8 15 22 29 5 12 19 26 2 9 16 23 30 7 14 21 28 30 31 31
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER
JANUARY
FEBRUARY
MARCH
APRIL

tion of Figure 4, below, illustrates the poor financial condition of the campaign in the month of September.

The largest effort to sell the $5.00 per couple tickets for the cocktail party to persons not associated with the college was through the medium of robotyped letters.* Approximately eleven hundred invitations were sent via this process to candidates, lobbyists in the Puget Sound region, and other community and political leadership of greater Seattle. Additionally letters of invitation were sent to names on select organization mailing lists and selected personnel of the Seattle Community College District. Supplementing the direct mail effort, there was a person-to-person sales drive through the efforts of the steering committee, enthusiastic supporters in the community and on campuses, and the NSCC Solicitation Committee.

The follow-up on the robotyped letter invitations took the form of a telephone blitz that operated on the evenings of September 18th, 19th, and 20th. With the cooperation of faculty and division chairmen who made their telephones available, fifteen to twenty-five telephones were operating on these evenings.

Publicity for the cocktail party was targeted at several audiences: the general public, a large number of organizations and college personnel. News releases were the media for calling the attention of the public to the party, while newsletter releases were directed to a wide array of organizations** College personnel newsletters of the district and the campus, along with sales pitches to various faculty groups and organizations, also solicited attendance.

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*See Appendices, Section A. Items 2 and 3, respectively, for sample copy of Cocktail Party solicitation letter and ticket.

**See Appendices, Section B, Items 4 and 5, respectively, for sample copy of news releases and newsletter release.

on the NSCC campus, personnel were also reminded of the party via the assistance of secretaries in all divisions.*

As for the event itself, which was coordinated by Susan Brandt, the objective of maintaining a low overhead was achieved. Through the cooperation of Mary Gagnon the cabana of Executive Estates was provided for the Cocktail Party at no charge. Catering costs were eliminated by having the hors d' oeuvres prepared by several members of the CF '72 organization and the recruitment of a bartender from a mixology school. Decorations were borrowed from the inventory of materials that had started to accumulate for the decoration of the fair facility. Consequently, overhead expenditures were limited to the cost of food, liquor, miscellaneous serving supplies, a banquet permit and gratuities for the bartender and busboy.

In terms of evaluation, the ticket sales and over the bar contributions** of almost $900.00 from the Cocktail Party came close to meeting the financial goal of this event. From the public relations standpoint, the television coverage of the event performed a significant image-building function for the CF '72 campaign and the fair.

However, one should not assume that the final success was achieved without considerable difficulty. The first problem arose when it was not possible

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*See Appendices, Section A, Item 5 for sample copy of reminder memorandum to NSCC Divisions.

**Because of the stringent limitations of the banquet permit, the sale of liquor was not permitted, even under the guise of script. Thus, a successful effort was made to encourage contributions at the bar by the placement of placards near brandy snifters on the bar. The decision to abide by the letter of law outlined on the banquet permit was made despite the recognition that the late purchase of the permit would have made enforcement of these provisions impossible.

to initiate the robotyping of the cocktail party invitations on schedule because not enough leadtime was allotted for completion of the pre-primary invitations to candidates and ballot issue committees to register for the fair. As a result, the completion of the registration letters had a sequential impact on the failure to meet cocktail party deadlines. Although this was partially offset by the rental of a second robotypewriter, it did not prevent the disruption of the proper planning and execution of the telephone follow-up on the cocktail party letters. The telephone follow-up would have been more effective if it had started a week earlier.

In the area of media relations, the electronic coverage of the cocktail party was excellent. An area of improvement might have been in placing greater emphasis on follow-up coverage in the print media. In addition to a possible society page story, an immediate press release with good pictures could have yielded additional coverage. Although press releases were delivered to some weeklies on the Monday following the event, several editors insisted on good pictures for the best placement of the coverage.* The available photos were poor at best.

Direct Solicitation Fund Raising

The direct solicitation fund raising was organized around three methods: personal contact solicitation, person-to-person letters, and target group mailings.

The personal contact solicitation was directed toward interest groups, businesses and individuals. The initial effort for large contributions focused upon the state organizations of educational interest groups and later expanded to include a broader range of interest groups and the local chapters of educational organizations. The approach to the various interest groups

*See Appendices, Section B, Item 8 for sample of news release of September 25.

was made at the point which seemed most accessible; i.e., when possible, the initial contact was made with an individual in the organization known by someone in the CF '72 organization. It was in this area that the public relations work of the Center program in the previous year and a half proved to be very beneficial.

The most common business organization solicitation was for in-kind contributions, either in the form of an outright donation or discount rates on the materials or services. This approach appeared the most feasible for success because the CF '72 organization lacked the "heavies" to acquire substantial contributions from the business community and was also faced with the implicit problems of a public institution tapping college vendors. In regard to in-kind contributions it is also important to note that NSCC was most cooperative in lending office machines.

In the area of the direct mail fund raising effort, the objective of the person-to-person letter project was to enlist the assistance of persons who would sign personalized form letters to friends and associates soliciting financial support for CF '72.* To minimize the efforts of these signators, the letters were typed by CF '72 volunteers and returned to the individual that prepared the personal mailing list for signing. The other direct mail fund raising project was that of sending robotyped letters to members of selected civic and service organizations in the Seattle area.**

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*See Appendices, Section A, Item 8 for sample copy of person-to-person solicitation letter.

**See Appendices, Section A, Item 9 for sample of copy of direct mail solicitation letter.

An evaluation of the sources of contributions and the forms of the contribution from the direct solicitation effort reveal in-kind contributions ranked first ($4,851.30); with businesses and other organizations as the primary contributor in this category. Excluding revenues derived from fund raising events and fair registration fees, interest groups and other organizational cash contributions ranked second ($1,050.00), followed by individual contributions ($284.00).

A critical evaluation of the direct solicitation fund raising effort brings to light again the greatest liability of the total fund raising program--the absence of an effective finance committee that extended beyond the limits of the educational community; or at the very least a member of the steering committee who had fund raising experience and the willingness to specialize in this function. Had there been such an individual in the CF '72 campaign, not only would there have been adequate start monies available but a more extensive and coordinated fund raising program would have been feasible. Even though sufficient funds and resources were eventually raised to finance both the campaign and the fair, the postponement of several aspects of the campaign until monies were available had negative implications for optimum coordination and effectiveness. In addition, the often futile attempts of the CF '72 director to fill this vacuum were costly in terms of the proper allocation of time. Much time and effort was expended trying to track down potential sources of large contributions.

In focusing upon techniques, the direct mail solicitation projects produced no revenues. However, this was not because the approach was necessarily faulty. The person-to-person letter project never really materialized because of the absence of an effective effort to recruit

individuals to sign solicitation letters. The direct mail solicitation of select organizational memberships was a fumble on the part of office volunteers. Some 800 hundred letters were prepared and never sent.

Fair Registration Fees

Another important source of revenues was derived from fair registration fees. After consultation with several candidates and other politically knowledgeable persons the steering committee concluded that candidate and ballot issue committees could be legitimately asked to bear a small share of the costs of the fair. Furthermore, a mandatory registration fee would be a subtle way of communicating that CF '72 was offering them more than the many free political forums and meetings to which candidates are invited. The $15.00 registration fee was decided upon as a reasonable registration fee for any serious political contender while permitting access to the event for the less affluent campaigns.

By the end of the first week of September three hundred and six candidates for statewide, congressional and state legislative offices received an invitation to participate in Candidates' Fair '72. Also invited at this time were the chairpersons of committees which were formed to support or oppose statewide ballot issues; or at least those who could be located.*

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*Though a list of candidates was eventually made available from the office of the Secretary of State, even the voter pamphlet on ballot issues does not list the names of ballot issue committees and their chairpersons. Often a committee does not exist. The problem of locating ballot issue committees continued to the day of the fair. Ballot issue committee had to be traced from newspaper references, civic organizations, hints from the office of the Secretary of State, etc. The other problem, which even applied to finding candidates, was that voter pamphlets are oriented to election days and often were not published in time for the advanced organizational tasks of CF '72.

The invitation took to the form of a robotyped cover letter, a registration form and a copy of the CF '72 News.* The intent of the pre-registration invitation, in addition to providing for the early scheduling of the fair on campaign calendars, was to gain a response from the campaigns that was needed for planning purposes. This early mailing was also an effort to acquire much needed funds for the CF '72 campaign.

The second mailing was a memorandum sent on September 26th to advise the winners of primary races and ballot issue committees that had not yet registered that October 4th was the registration deadline.** A second copy of the registration form was enclosed with this memorandum. The rationale of sending this memorandum was to provide a reminder, but it was also an effort to show cause for action on the part of campaign committees by making it clear that an immediate decision was necessary. Between the date of this memorandum and the registration deadline campaign committees that had not registered were contacted via telephone by a member of the steering committee. The telephone follow-up placed particular emphasis on contacting ballot issue committees which CF '72 had a difficult time tracking down. The September 26th memorandum and the follow-up telephone calls produced a response from campaign committees which extended past midnight on the date of the registration deadline.

Also worth note is that in the period following the September 26th memorandum attention was focused on inviting candidates for the Superior Court. Until an eleventh hour telephone call from Judge Steere it was the

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*See Appendices, Section A, Items 12 and 13 and 14 for sample of initial letter and enclosures inviting candidates and ballot issue committes to CF '72.

**See Appendices, Section A, Item 15 for sample copy of memorandum to remind potential participants of the October 4th registration deadline.

belief of the fair leadership that the invitation of judgeship candidates to participate in CF '72 would have been inappropriate because of the imposition of certain legal ethics in judgeship races. When this misconception was corrected by Judge Steere a concerted effort was made to correct the error.

The final mailing to candidates and ballot issue campaigns was a memorandum of October 7th which briefed fair participants on aspects related to the fair--speaking agenda, booth decoration, VIP room and parking.*

Management of CF '72 monies

The monies contributed to CF '72 were managed by the CF '72 director through the use of three accounts: A checking account at Peoples National Bank, Northgate (#121-02919-3); A North Seattle Community College account entitled Politic Center (#400-3-911); and a limited drawing account established by the NSCC Student Caucus (#160-3P08). Within the fair organization there was also established an account to provide a means of advancing personal monies to CF '72 in the initial phase of the campaign. The latter fund was used when the results of the fund raising effort were not sufficient to meet organizational needs.

The rationale for establishing a non-college account was dictated by the financial structure and operational procedures of the fair organization; i.e., in terms of the patterns of funding and expenditures the fair operation was not similar to an educational institution. Not only was most of the

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*See Appendices, Section D, Items 1, 2, and 3, respectively, for copy of sample letter briefing participants on various aspects of the fair, CF '72 checklist, and VIP parking permit.

funding acquired from non-college sources, the funding was sporadic and uncertain. This funding pattern in conjunction with the need to meet unforseen daily expenses, made the potential of following college procedures for the expenditures of monies less than feasible. There was also the limitation on items that could be legally purchased once contributions were deposited in a college account, and thus became state monies. For example, if it were not for the non-college account it would have been impossible to purchase liquor for the fund raising cocktail party. Furthermore, the CF '72 organization was often confronted with the "cash-on-the-barrel" attitude of businesses; a common policy when dealing with any organization which is even remotely connected to the election arena. From a more positive viewpoint, the flexibility that was provided by the ability to operate on a cash basis allowed CF '72 to negotiate many discount arrangements with businesses or individuals who wished to support the public service efforts of CF '72. To illustrate, Keith Lane of Pioneer Rubber Company, Portland, purchased balloons on behalf of CF '72 at the vendor rate. Since this was a cash purchase it was necessary to reimburse Keith Lane immediately.

Media Relations

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Seattle Post-Intelligencer
C8 S Sun., July 23, 1972

North Seattle College Plans October Candidates' Fair

North Seattle Community College will present a Candidates Fair '72 on Oct. 14, featuring speakers representing all issues on the November ballot and legislative and congressional candidates.

NSCC's Center for the Study of Practical Politics is sponsoring the fair, which is non-partisan and aims to familiarize the voter with all sides of the issues at one event.

Vern Anderson, director of the center, said, "Many citizens may be overwhelmed by the number of candidates and ballot issues on which they must make a decision in the November election.

"There are Democratic ralli there are Republican rallies, but ple are not provided the opport hear the positions of the candi both parties unless they allocate siderable amount of time to goin partisan rallies."

"That's asking a lot of the vot derson said.

Congressional candidates from the 1st, 2nd, 6th and 7th Congressional Districts will be invited to speak, as well as candidates for the State Legislature.

AURORA-SHORELINE JOURNAL Wednesday, October 4, 1972

Candidates' Fair To Inform Voters

It looked like the political party of the General Election season as diehard Democrats met with relentless Republicans at the recent fund raising kick-off bash for Candidates' Fair 1972.

Almost all the winners were there, along with about 200 select guests. According to Susan Brandt, chairman for the event, the part could not have been more successful. "Any doubts anyone may have had about the concepts of a regional candidates' fair were certainly erased by the show of support we received," she said.

Candidates' Fair 1972 is a non-partisan political event planned for Saturday, Oct. 14 at North Seattle Community College. The regional fair will feature candidates for statewide office, as well as congressional and legislative candidates from the 1st, 2nd and 7th Congressional

Issue spokesmen wi

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NORTHGATE JOURNAL Wednesday, August 16, 1972

10,000 Expected To Meet Candidates At Political Fair

Washington's largest non-partisan "political fair" is scheduled for an October 14 (Saturday) debut at North Seattle Community College.

Vernon Anderson, NSCC's director of the Center for the Study of Practical Politics and the fair's chief architect, reported that 150 candidates and representatives of the many ballot issues will be invited to present their views at the day-long affair. Anderson predicted more than 10,000 people expected to meet the candidates in person.

Anderson announced that NSCC students and faculty members have formed a model campai organization to publicize an the Candidates' Fair run like any campaign committee for

More than 50 of the state's political candidates and representatives for and against November 7 ballot measures will speak in an all-day "Candidates Fair '72" tomorrow at North Seattle Community College.

The event, from 10 a. m. to 6 p. m., is being sponsored by college's Center for the Study of Practical Politics.

Those speaking will appear on three platforms on the campus at 9600 Burke Ave. N.

4 The Seattle Times Friday, October 13, 1972

More than 50 expected to speak at all-day Candidates Fair

to 'candidates fair'

7th Con- nents of the various state ini- Mount Vernon
in- tiatives that will be

The Seattle Times
Sunday, October 15, 1972

Sunday, October 15, 1972

Politicians, voters th

community-college cafeteria turned into a "candidate's fair."

Of course there w hundreds of ballo streamers, — alwa

By JOHN BELL

Ninety-two-year-old Mar- garet Sheffield sat in the

Debate

Everybody 'wins as rivals tangle

By RICHARD W. LARSEN
Political Writer

Against a backdrop of bunting and balloons, to the sounds of cheers and jeers, Gov. Dan Evans and former Gov. Albert D. Rosellini came together in their long-awaited debate yesterday.

Today The Times continues its e tensive coverage of the issues an candidates on the November 7 ba lot. Initiatives and referendums c litter control, campaign regulatio and government consolidation ar examined on A 24 and 25. The ca didates for state school superintend

As with the other areas of the CF '72 campaign, the media relations function was designed and executed by the fair organization.* The responsibility for directing and coordinating media relations was accepted by Sally Temple in June. Debbie Thomas acted as assistant media relations director until Ken Ristine assumed this role.** Acting in an advisory capacity to the planning and execution of the media relations function were: Lee Bartlett, Vice-President and Assistant General Manager, Cole and Weber Advertising and Public Relations; Art MacDonald, Special Projects Director, KOMO-Television; and Tim Bullard, Public Affairs Director, KOMO Television.

The decision to create a media relations program which operated independent of the NSCC public information office was premised by several considerations. Once the scope of the CF '72 media relations effort had been determined it became evident that the dimensions of this program would have proven incompatible with the diverse responsibilities of the college public information office. There was also the realization that the nature of the fair media relations program would necessarily exhibit characteristics that would be more similar to a political campaign than the public information function of an educational institution. And finally,

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*The authority to create a media relations program which was separate from the NSCC public information office was based on the verbage of an June 8, 1972 contract between NSCC and the CF '72 director which charged the latter with "all management and planning responsibilities" for the fair effort.

**Due to shifting organizational demand Debbie Thomas was needed as the administrative assistant to the CF '72 director in mid-September.

the media relation of the campaign would necessarily become intrinsically involved in the overlapping area of public relations and advertising functions of the effort.

Early planning delineated a media strategy calling for the standard approach of building a momentum of news coverage with the overall objective of peaking the news coverage in coordination with the other promotional and advertising aspects of the campaign. Within the confines of this strategy the effort was not only to obtain coverage, but well placed coverage. Thus, the emphasis of the media relations program was directed toward political editors, not educational editors. The rationale of this tactic was, among other considerations, to avoid playing out the newsworthiness of the event by receiving the more easily obtainable educational coverage. It was felt that such coverage had the potential of preempting the possibility of superior political coverage.

As an essential component of a good media relations program the total authority for executing the effort was placed under the control of one individual--the media relations director. It is only in such a manner that optimum credibility and rapport with the media can be established and maintained. With this objective salient, the public information office of the college was requested to channel all matters concerning the fair to the CF '72 media relations director. Thus, although the media relations were closely coordinated with the CF '72 director, the media relations director initiated and/or authorized all contacts with media personnel.

The responsibilities of the media relations function were several. In addition to planning, writing and delivering a regular flow of newsworthy releases, it was also incumbent upon the media relations director to establish early contact with individuals in the media. As a result of

the latter effort a working relationship was established with the various media which facilitates excellent electronic coverage of the September fund raiser and miscellaneous news and feature coverage in Seattle dailies, weeklies and specialized newspapers. This division also assumed the function of maintaining a coordinated relationship between the fair effort and the public affairs office of KOMO Television. In a support capacity the media relations division also assisted other areas of the campaign by preparing various support items--e.g., the CF '72 Newsletter, a tabloid newspaper, and copy for newspaper display advertisements.

The news release output was initiated on July 17th with an information release announcing plans for the staging of Candidates' Fair '72. This release, as were most of the releases which followed, was sent to two hundred and thirty-four media outlets in eight counties--Clallam, King, Pierce, San Juan, Skagit, Snohomish, Thurston, and Whatcom Counties--and all the wire services. Thus, the distribution was made to all media in all counties from which congressional or state legislative candidates were invited to participate in the fair.*

In addition to news releases, newsletter releases were periodically sent to over two hundred State and local organizations. With the objectives of publicity exposure for CF '72 in organizational newsletters, these releases were in a format closer to an announcement than news copy.

In contrast to the distribution of news and newsletter releases, the public service announcements focused on media in the Greater Seattle area; the area where the potential of attracting people to the fair was the greatest.

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*See Media Relations schedule below.

CANDIDATES' FAIR '72
*MEDIA RELEASE SCHEDULE

Release Date	
July 17	Informational news release announcing plans for Candidates' Fair '72. Sent to 234 selected dailies, weeklies, radio and television outlets in the 1st, 2nd, 6th, and 7th congressional districts.
August 1	Newsletter release announcing plan for Candidates' Fair '72. Sent to 135 state and local organizations.
August 9	News release on report of Candidates' Fair '72 to SCC board of trustees. Sent from district public information office to all Seattle media.
September 1	News release on Candidates' Fair '72 and announcement of cocktail party fund raiser. Sent to 234 selected media outlets.
September 1	Newsletter release on cocktail party fund raiser. Sent to 135 state and local organizations.
September 1	Newsletter release announcing plans for Candidates' Fair '72. Sent to 114 PTA organizations of Seattle schools.
September 5	Exclusive news release to King County Medical Society Bulletin.
September 14	Exclusive feature release on Candidates Fair '72 to Age of Achievement and the Retail Outlook.
September 25	News release on demonstration of support for Candidates' Fair '72 at cocktail party fund raiser. Sent to Seattle weekly newspapers.

*See Appendices, Section C, for sample copies of media releases.

September 26	PSA release--script and color slide of logo--to KOMO-TV.
September 30	News release on Candidates' Fair '72 and student participation in fair organization. Sent to 234 media outlets.
October 2	PSA release--script and color slide of logo--to remaining Seattle television stations.
October 2	PSA release to Seattle radio stations.
October 6	Notice of October 12th press conference. Sent to 200 media outlets and wire services.
October 9	News release promoting attendance at Candidates' Fair '72. Sent to 234 media outlets.
October 12	Briefing packet made available to all media. Included cover memorandum, Candidates' Fair '72 agenda, copy of political awareness week proclamations of Governor Evans and Mayor Uhlman.
October 14	Periodic telephone reports to Seattle radio news directors.

Television and radio stations received the PSA materials--script and slide or script, respectively--on October 2nd. The only exception to this was the September 26th PSA delivery date for KOMO, which had agreed to provide earlier coverage.

The media relations program, evaluated by a review of the print and electronic media coverage of the CF '72 campaign and the fair, was most effective. Statewide coverage by all media was extensive. News coverage in the print media of metropolitan dailies, weeklies, specialty newspapers, and the house organs of statewide and educational organizations brought column inch totals which exceeded 2,500 inches. This figure includes 232 column inches of display advertisement. To this can be added a total of five hours and forty minutes of prime time coverage on KOMO-TV, KATU-TV, KREM-TV, and KCTS-TV. An estimated 131 minutes of television news coverage was broadcasted. Although specific figures are not available, there was considerable public service announcement time on radio and television. The total radio coverage time, which includes a public service special, news coverage and public service announcements, is estimated to have exceeded 650 minutes.

Despite the above documentation of the results of a successful media relations program there is a need to give further consideration to this area of the campaign in an effort to ascertain the strengths and weaknesses of this program.

The first issue worthy of consideration is the media relations strategy which sought political coverage at the cost of educational coverage. In considering this matter it is essential to clarify that "good" pre-event coverage in the case of CF '72 had to include the objective of creating the attitude in the political community that the fair was to be more than an educational event. It was only in this manner that the media strategy could

maintain a consistency with the overriding strategy of all promotion--that of convincing candidate and ballot issue committees that CF '72 would be a significant political forum. Judged by this criteria, the media strategy was correct for extensive educational coverage would have been a liability; it would have created the image of an educational event. Extensive educational coverage would have burdened CF '72 with the failures of other educational institutions to attract large crowds and media coverage to political forums. This conclusion is reached in full realization that this strategy did cost column inches and that some of the pre-event coverage that was "almost" committed by Seattle dailies did not materialize. The situation simply dictated that the fair had to forego some coverage to eliminate the ivory tower image of academia. However, it should be noted that a media relations strategy of this type is well advised to search out additional angles for coverage that may be of interest to non-political editors. For example, society page coverage of the cocktail party presented was one such potential that was not pursued. Another area which was not explored was that of media exposure of CF '72 on CATV.

The operation of a specialized CF '72 media relations program, autonomous of the college public information office, was an area which developed into a controversial issue within some sectors of the campus; a controversy which may have been averted by better communication among the areas related to the situation. The need for a specialized media relations program to promote CF '72 has been clearly delineated above. The execution of a carefully planned strategy--which was vastly different from the public information function in terms of approach, geographical scope and the types of media dealt with--had to be operated as an autonomous effort. Consequently, it was imperative that the separateness of the two media relations programs be distinquished and communicated to the appropriate

parties at the very outset; a happening which failed to occur. Clarity on the respective responsibilities--that all media communications regarding the campaign or the fair be directed to the CF '72 operation and the forwarding of periodic informational reports to the public information office by the CF '72 organization--would have provided the basis for a cooperative relationship between the concurrent media relations programs.

The failure of the CF '72 press conference that was scheduled for the afternoon of October 12th can be attributed to the inability of this pre-event orientation for media to compete with several other press conferences that day, including a double press conference of the Governor and Secretary of State. Yet the total lack of responsiveness of the media to this attempted press conference raises the question of the appropriateness of this activity; i.e., can a pre-event press conference to a political rally appear of potential newsworthiness to the media? Unless such a press conference offers the potential of hard news or can be featured as a double press conference with a significant candidate(s) or other newsworthy figures, the answer is no.

As a convenience to media personnel covering CF '72, the desks, phones and typewriters of the registration/student services area were cordoned off and designated as a press room. This location also served as a place for an individual from the CF '72 staff to feed news periodically on the happenings at the fair to all radio news departments in the Seattle area.

The response of radio news to the periodic reports from the press room were unquestionably positive. This was evidenced by the comments of radio news directors throughout the day and by the extensive use of the news materials that were provided to radio news from the press room. The press room also provided radio newsmen a specific place to telephone for additional information as the day progressed. However, the use of this facility by

persons from the print media was minimal. Only Dale Nelson of the AP wireservice made extensive use of the press room. If the press room facilitated the efforts of the AP wireservice it can perhaps be justified on this basis alone because of the statewide coverage that CF '72 received from this source; including a photo that was fed to Newsweek. Independent of this rationale, consideration must be given to the reason that the press room was not perceived as a convenience to other members of the print media. With the advantage of retrospect, the largest impediment to fuller use of the press room was that its second floor location isolated this facility from ready access to the action on the floor of the fair. For the same reason, a large number of newspersons were not even aware of its existence.* Consequently, the limited use of the CF '72 press room should not negate the feasibility of such a facility at this type of event. However, it must be located in close proximity to the major activities of the event; close enough that a sign identifying its location is visible from the floor of the main activities. In addition to equipping this facility with desks and standard typewriters, there is also a need to install telephones.**

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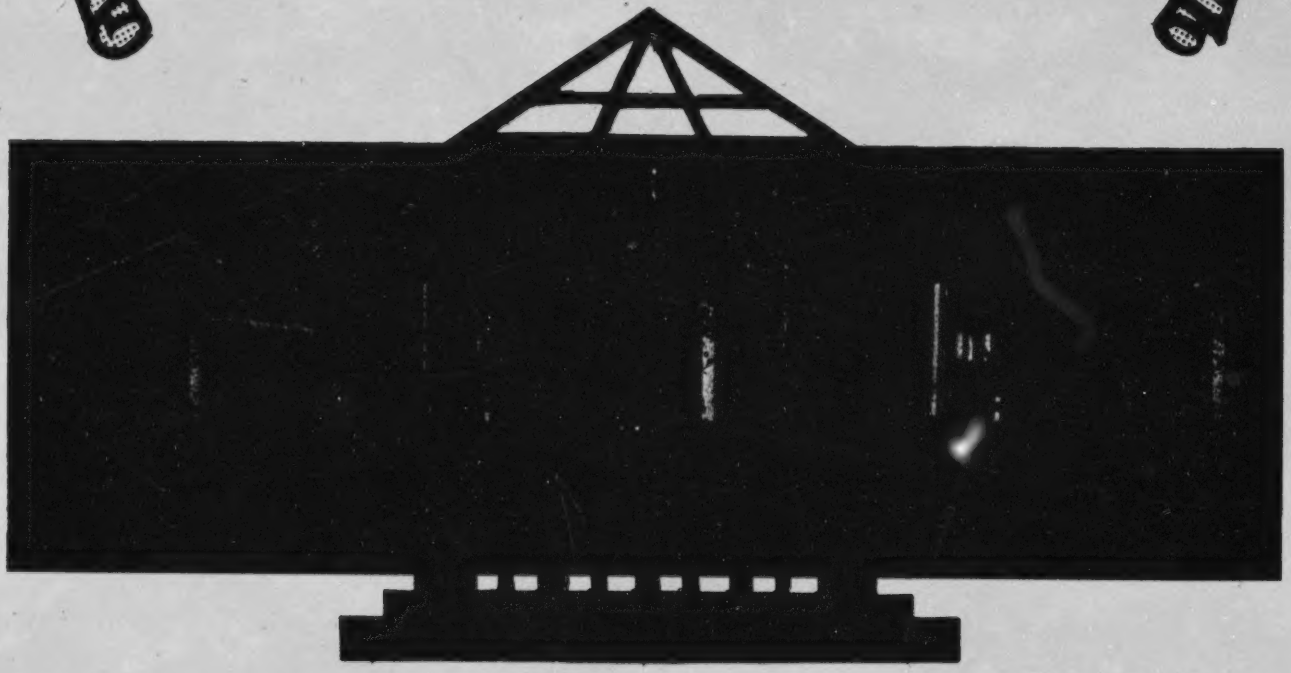
*One of the functions of the October 12th press conference was to familarize newspersons with the facilities that were to be prepared for their use.

**It was the financial inability to install telephones at a location in close proximity to the fair activities that force CF '72 to place the press room on the second floor.

Advertising & Publicity

CANDIDATES' FAIR '72

PEOPLE & ISSUES



"The Revival of Political Americana"

North Seattle Community College

9600 Burke Ave. North

Oct. 14th 10am--6pm

In addition to the public exposure resulting from the media relations program, the CF '72 organization mounted a multi-aspect publicity and advertising campaign. The groundwork for this effort, which was of a public relations nature, was initiated in July. A few examples of these public relations activities included: correspondence and other communication with political party officials at the state level and in the eight counties from which candidates were invited to participate in CF '72; correspondence and consultation with the Advisory Council of the Center for the Study of Practical Politics; and correspondence and other communication with the public information officers of community colleges in Western Washington.

The publicity effort operated at a relatively low level through the summer months. Limited resources and the strategy of peaking the publicity confined the primary thrust of the campaign to the two weeks immediately prior to the event. The final thrust of the publicity campaign was under the direction of Jane Anderson, literature distribution and reader board director, and Karen Madsen, office manager.

Review of Publicity Materials

The first promotion item developed was the CF '72 Newsletter. It was proposed by John Posten, community involvement director, to serve as informational literature for 'first contact' distribution to organization memberships approached by the community involvement division.* As originally proposed, the CF '72 Newsletter was to be printed periodically

*See Appendices, Section C, Item 1 for sample copy of the CF '72 Newsletter.

and would serve as the medium for keeping the membership of the expanding number of groups that were assisting the effort abreast of progress in the CF '72 campaign.

Though the CF '72 Newsletter appeared to have considerable potential as a support item for the community invclvement division, it was to be associated with a series of production and distribution disast rs. The task of design and production fell to the support jurisdiction of the media relations division. Given the demands of the primary responsibility of the media relations director, several unsuccessful attempts were made to recruit an individual to whom the development of the newsletter could be delegated. Finally, with time running out for the alleged need of this item, the media relation director developed the newsletter under a crash program condition; a situation that did not allow time for adequately proofing the copy or layout. There was also the problem of printing the newsletter without the logo; a production item that was backlogged in the KOMO art department. The conclusion to this problem area was that the community involvement division never developed the organizational capability to effectively use the newsletter. With the lack of use of the newsletter by the community involvement division, the CF '72 Newsletter was used with reprints of the announcement press release of July 17 as basic informational literature.

The lessons learned from this experience with the newsletter are almost truisms; but even truisms are often lost sight of in the diverse pressures that are placed upon the small group of individuals who must do everything in the initial stages of organizing a campaign. First, the value of a periodic newsletter should not be discounted for this type of material has

been used effectively in many campaigns. However, its functions must be clearly established and substitute uses should be explored as alternatives in case the original purpose(s) prove inoperative. In terms of design, copy and overseeing the production of literature--particularly continuing literature--an individual must be recruited to assume this area as a primary responsibility. The less than perfect quality of the CF '72 Newsletter was a product of an individual who was spread over too broad a scope of responsibility in a limited time frame.

In contrast to the CF '72 Newsletter, the CF '72 flyer was a demonstration of sufficient lead time to allow adjustments of both design and means of production as conditions changed. The original flyer, designed by Tom Palidar, was a high quality item in terms of graphic design, content and production materials.* The use of this item was for select audiences where the flyer was delivered with other explanatory materials or a verbal explanation--e.g., mailing insert or hand delivered by the Welcome Wagon Club--or to serve as a poster.** Though the 10,000 run of the original flyer was an important medium to communicate the proper image to select audiences, etc., cost factors and the limited information on this flyer caused concern for mass distribution--e.g., football games, etc. Consequently, it was decided to sacrifice the graphic quality for additional information that would serve to create a greater attraction for mass audiences. Thus, the more subtle theme of "the revival of political Americana" was revised to a message of "hot dogs,

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*See Appendices, Section C, Item 2 for sample copy of original CF '72 flyer.

**Though initial plans called for the enlargement of the original flyer for use as a poster, financial limitations resulted in the original size flyer being used as a poster.

straw hats, live entertainment and free parking."* With various graphic features deleted and the decision that quality production must yield to the imperatives of mass distribution, the steering committee decided to take advantage of the offer to use the printing facilities of Doces Furniture and a lower grade of paper stock at cost price from Kaplan Paper to print an additional 50,000 flyers. Thus, by the adaption of the flyer design to meet the changing function, and taking the opportunity to reduce the cost to less than $3.50 per thousand, mass distribution was made possible within the confines of a limited budget.

The CF '72 tabloid newspaper was designed by the media relations director to provide persons attending the fair with some general information on Candidates' Fair '72 and what might be termed a personal scorecard on candidates and issues.** However, a later decision called for the tabloid to be used in an additional function--that of pre-event promotional literature. This decision was made to substitute the tabloid for the brochure for which there were never sufficient monies to allow printing. The liability of the dual function tabloid was that the availability of funds to permit the decision to increase the quantity of tabloids was too late to integrate the additional purpose into the content of the tabloid. Consequently, the tabloid was almost devoid of appropriate pre-event promotional content. That is to say, the contents of the tabloid were oriented for use as a handout to a few thousand people at the fair; not to the 20,000 distribution as a promotional handout. The late decision to use the tabloid as promotional literature also preempted the potential of

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*See Appendices, Section C, Item 3 for sample copy of the revised design of the CF '72 flyer

**See Appendices, Section C, Item 4 for sample copy of the CF '72 tabloid newspaper.

selling advertising space; i.e., with the increased quantity of distribution, the sale of advertising space may have yielded sufficient funds to pay for the tabloid.

Literature Distribution

The CF '72 promotional literature--reprints of the announcement press release, the CF '72 Newsletter, the CF '72 flyer, and the tabloid newspaper--were distributed to Washington voters through many channels. With the exception of inserts in mailings to select populations, the earliest distribution was through the efforts of the Welcome Wagon Club. Beginning in early September approximately thirty women in this organization distributed flyers on all of their house calls between Tacoma and Everett. By mid-September, Bob Jordan, director of college publicity, was delivering the CF '72 Newsletter,reprints of the announcement press release and flyers to college populations via student leaders at Puget Sound colleges. The original objective of the visits of the college publicity director to Puget Sound colleges was to organize CF '72 publicity committees on each campus that would penetrate the surrounding communities with promotional literature. However, the late opening of fall quarter, among other factors, impeded any notable success in this effort. Therefore, most of his efforts were re-directed to obtaining publicity by alternative means: recruiting an individual or two on each campus who would distribute literature on the campus; soliciting the cooperation of student newspapers; encouraging instructors to announce the event and/or use it as an educational tool.

The actual penetration of greater Seattle with promotional literature was an NSCC based operation coordinated by Jane Anderson, director of literature distribution and reader boards. The literature distribution and

reader board division was a sub-organization which had the sole function of promoting attendance at the fair by publicizing the purpose, time, date and location of CF '72.* The plan for the accomplishment of this task was through the distribution of flyers, posters, and tabloid newspapers through: (1) placement in high people traffic locations such as retail outlets, supermarkets, fire stations, etc.; (2) blitz handout operations at special events such as football games, plays, etc.; (3) handout efforts at ferry terminals and shopping center malls; and (4) the placement of posters. It was also the responsibility of this division of the campaign to solicit the aid of businesses for the contribution of reader board space.

The approach for acquiring permission for the placement of literature in retail outlets, etc., and the soliciting of reader board space for CF '72 promotion in greater Seattle was laid out. One or more volunteers were assigned an area as their responsibility. Permission for placement of literature in chain stores necessitated authorization from regional management and was thus handled through the CF '72 headquarters.

In view of the inexperience, and often the less than aggressive nature of the student volunteers that were recruited for this temporary sub-organization, every effort was made to facilitate their effectiveness. The initial briefing session emphasized the prioritization of their time; e.g., an organized approach to their geographical area which focused on the selection of prime locations. Particular emphasis was also placed on

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*See Appendices, Section C, Item 5 and 6, respectively, for sample copy of student volunteer recruitment flyer and student volunteer questionnaire used in recruiting persons for the literature distribution and reader boards division.

advising volunteers on how to approach businesspersons in soliciting their assistance. For example, asking a businessman to assist with a public service event at NSCC would avoid the negative reactions that were usually evoked if the event was introduced as a political fair. If the opening words included the word 'political' it was the early experience of the organization that it would take considerable salesmanship to convince a businessperson of the non-partisan nature of the the event. The volunteers were also provided a packet containing instructions, sample materials, authorization forms for businesspersons to sign, and forms to record their progress.*

The coverage of special events, shopping centers malls and ferry terminals was not the responsibility of persons assigned to geographical areas. The various events and locations of this type were prioritized and carefully scheduled for blitz coverage by the literature distribution/reader board director. Skimmer hats were standard wear for blitz efforts. Persons dressed in elephant and donkey costumes proved an effective attraction for shopping center distribution efforts. The number of persons involved in any blitz effort was dictated by the particular target; e.g., four or five persons for a shopping center while forty persons were required to blitz the University of Washington football game.

In addition to the distribution of literature through the ways mentioned above, it should be noted that candidates, campaign personnel and/or party organization personnel were of assistance in distributing several thousand pieces of literature. For example, volunteers from

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*Sample of these materials are presented in the Appendices, Section C, Items 7 - 12.

both the Evans and Rosellini camps doorbelled one precinct with CF '72 literature. Other candidates volunteered to distribute CF '72 literature at meetings and/or their places of business.

An appropriate beginning to an evaluation of the literature distribution and reader board effort is to express a consensus of at least a majority of the steering committee--mass recruitment for this effort was a serious liability to the effectiveness of this operation. Not only was it an unmanageable situation to ferret out responsible and capable individuals when twenty or thirty student volunteers converged on the CF '72 office when classes broke, there were additional problems. Large numbers of the student volunteers recruited at this eleventh hour of the campaign lacked regular access to transportation and were available only for short blocks of time during the week; a poor combination for a literature distribution effort. Nor was there sufficient time to socialize the mass recruited volunteers to the importance of assuming responsibility and initiative in a project where timeliness was of the essence. It is true that quality volunteers were derived from the mass recruitment effort, but their numbers were proportionally small. One result was that much time was expended re-doing tasks that were poorly done. The potential of charging the superior new recruits with the roles of group leadership, thus monitoring the less motivated volunteers, was considered and rejected by the steering committee for two reasons. Not only was there a pressing demand for the services of outstanding volunteers in the field, there was also the apprehension that the new recruits may not be able to withstand the frustrations and disappointments that were

implicit to such a monitoring function.

Given the nature of the volunteer problems delineated above, there was considerable difficulty in keeping abreast of the progress and problems in the field. Consequently, there was a limited opportunity to appropriately respond to the strengths and weaknesses of specific geographical areas. Therefore, it is strongly recommended that any future efforts of this manner create a system of mandatory and frequent progress reports. If the volunteers are using the organizational experience of the effort for class credit, a class hour should be scheduled and attendance must be mandatory.

In the area of soliciting the cooperation of chain stores to serve as distribution locations for literature, written invitations to request authorization should be sent to regional management. This is necessary because the management of individual outlets are not usually in a position to authorize distribution of materials; particularly in an area that relates to politics. Since the experience of CF '72 indicates that the process of obtaining such authorization is a time consuming undertaking, the first contact with regional management must be initiated about two months before the event. Often the first overture does not elicite a positive response and it takes additional lead time for the regional management to notify store managers. The other advantages of early commitments are accurate projections on the quantity of literature to be printed and a well planned distribution system.

Mass Mail

Another aspect of the publicity campaign was the mailing of endorsement letters from organizational leadership to their own membership. Three

organizations made commitments to aid the CF '72 in this manner--Common Cause, Order of DeMolay and Action for Washington. Though Action for Washington collapsed before the arranged time for their mailing, endorsement letters were sent to 3,100 members of Common Cause and 200 Masons.*

Telephone Blitz

The telephone blitz was a ten day project to personally invite members of the Seattle community and their families to the fair. Directed by Karen Madsen, office manager, and under the supervision of Jeanetta Nolan and Gayle Lee, this effort utilized all volunteers not commited to other projects. The logistics of the telephone blitz were simple: alphabetically divide the Seattle telephone directory; provide volunteers with a standard message and answers to potential questions; and use all available telephones in the early evening hours and on weekends. Approximately 1,300 residences were contacted during the telephone blitz.

Advertising

In the context that advertising is used here, reference is made to three forms of advertising--the placement of paid or contributed display advertisement in the print media, placement of large banners visible from the freeway and the promotion of CF '72 on reader board space contributed by businesses.

Financial limitations held the placement of paid advertisement to three half-pages in the issue immediately preceding the fair in the Northgate Journal, the Aurora-Shoreline Journal and the Lynnwood Enterprise.** This provided a combined, non-overlapping exposure to a readership of 141,000.

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*See Appendices, Section C. Items 13 and 14, for sample of endorsement letters.

**See Appendices, Section C, Item 15 for sketch of advertisement placed in weekly newspapers.

The rationale for the placement of advertisement in these weekly newspapers was the geographical proximity of the circulation of these newspapers to the location of the fair. However, the relative costs of different rates in relation to circulation, the discount rate received by placement in weeklies of the same chain and factors of relative saturation of areas with promotional literature were given consideration in the final decision. In addition to paid advertisement, the Age of Achievement and the Washington Motorist contributed advertisement.*

The willingness of the business community to assist CF '72 made the reader board project a success. Based on sample checks of the follow through of business commitments to promote CF '72 through this medium, it is estimated that the fair was publicized on 483 reader board units for one day.**

The banners prepared for freeway visibility were three in number: Candidates' Fair '72, Number One, and Greatest. The Candidates' Fair '72 banner was the primary banner. Constructed of individual vinyl letters, 6' by 4' each, and connected into a unit by three rope guide lines, this banner spanned a length of eighty-five feet.*** The secondary banners were painted on canvas and were 10' by 3' each. Each of these banners was designed and constructed under the direction of Carl Madsen and Mike Palace.

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*See Appendices, Section C, Item 16 for a copy of contributed advertisement in these publications.

**This estimate has converted reader board publicity to the common unit of a one day showing for simplicity of communication in this report. In actuality, the contribution of reader board space varied from one to fourteen days.

***See Appendices, Section C, Item 17 for a picture of the CF '72 banner.

Physical Staging

Preparations for the physical staging of CF '72--floor arrangements, audio and visual systems, concessions, security and decorations--was an enormous undertaking. Logistically speaking, it necessitated the timely coordination of the CF '72 organization, the personnel of several college service areas and the staff of several KOMO Television departments. As schematically delineated on Figure 6, the sequential flow of this operation was crucial. The initiation of many sub-objectives of the concurrent projects for the physical preparation for the event was premise on the completion of prior sub-objectives. For example, the placement of the speakers platforms by the NSCC plant operations not only had to be coordinated with the arrival of the KOMO carpenter and decorations man, but the KOMO floor director based his plans for the placement of cameras on each of these sub-objectives. Similarly, with the erection of the platforms, the final phase of CF '72 audio system equipment could then be installed, which in turn necessitated the implementation of the CF '72 security patrol to oversee the audio system equipment.

Floor Arrangement

The ground floor of the College Center Building provided an area of 11,072 square feet for the staging of CF '72. The 2 1/2' X 5' tables were placed end to end around the 173' X 64' area. In conjunction with the overhead guidewires, these tables provided the basis from which the candidate and issue committees created their booths the evening before the event. For committees of presidential candidates and the top two statewide offices, a square configuration of four tables were placed at locations in the center of the fair floor. The main speakers' platform was located at

Blueprinting of Floor Plans
Removal of Modular Walls
Installation of Gridiron of Overhead Guidewires
Removal of Game Tables
Indoor Decoration Teams Begin
Preliminary Wiring for Public Address System
Placement of Public Address System Equipment
Pretest Systems
Pretest Systems
Sent Blueprint of Gazebo Simulation Superstructure for Main Platform to KOMO Carpentry Dept.
Erection of 3 Speakers' Platforms
Placement of Gazebo Frame & Decoration of Same by KOMO
Building & Decoration of Railings on Secondary Speakers' Platforms
Initial KOMO Walk Through & Briefing
Implement CF '72 Security Patrol
Placement of Booth Tables
Campaign Committees Begin Decoration of Assigned Booths

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approximately midpoint on the west wall, with the smaller speaker platforms at the north and south ends of the facility. The food concessions service operated from the regular food service grill, about midpoint between the south and main speakers' platforms. This was supplemented by a mobile popcorn cart that circulated throughout the crowd. The book concessions stand was handled at a temporary counter situated at the main entrance from the parking lot. Facilities adjoining the floor of the fair were designated for the VIP coffee room, the KOMO briefing room and the CF '72 volunteer room.

The locations of the speakers platforms were well placed. The problem arose from the superior size and decoration of the main platform and the predominance of statewide candidates who were scheduled to speak from the main platform. The unexpected gravitation of people to the main platform had a negative impact on the north and south platforms. To minimize this situation, all speaker platforms should have been of equal size and attractiveness.

The concessions services suffered because of the low visibility of these services. This difficulty could be remedied by the construction of a temporary food service counter at the entrance to the regular food service grill area and periodically promotion of the food and book concessions from the speaker platforms. Appropriate Americana decorations and identification signs would also assist the concession operations. The book concession stand should also include the sale of skimmer hats. In an effort to help the legislative candidates acquire the full impact of their attendance at the fair with the weekly newspaper(s) in their district, there was also a need for a photography concessions service. This service would provide each candidate with several polaroid pictures and a

standardized news release(s). This 'instant' press packet would permit the candidates to meet the Monday morning deadlines of weekly newspapers. The photography concessions service should be provided on a free or cost basis.

Parking

Parking facilities for the event were in three areas: general public parking in the outside lots; VIP parking in the basement parking facilities; and overflow parking in the Allstate Insurance lots located north of the college on College Way North. Evergreen Trailways donated the use of a bus to provide shuttlebus service between the overflow parking facilities and the fair.

The function of the CF '72 parking attendants in the general access lots was to provide directions and information to visitors and screen access to the underground parking. To facilitate this screening, all candidates and issues spokespersons were provided with VIP parking passes with the briefing memorandum one week prior to the event.* The VIP parking was more than a deference to the candidates and issue spokespersons. Rather, it was the first in a sequence of steps to insure that these individuals arrived at the right place at the right time. Parking attendants assigned to the basement parking area were responsible for directing candidates and issue spokespersons to the elevator that would take them directly to the VIP coffee room in the North Star Dining Room. When they got off the elevator in the VIP coffee room, they would be greeted by a young lady at the CF '72 reception desk and provided with a name tag, briefed on the

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*See Appendices, Section D, Items 1, 2 and 3, respectively, for sample copy of letter briefing participants on various aspects of the fair, CF '72 checklist and VIP parking permit.

speaker timetable, introduction of the speakers, etc.* As for the guidance of the general public from the outside lots, the scheme of outside decorations served as a subtle corridor to the floor of the fair.

The only major problem that arose with the parking arrangements was the failure to control access to the VIP parking. This caused a partial breakdown in the sequential process of receiving and briefing candidates and issue spokespersons. This problem was caused by the tardiness of the CF '72 parking attendants and the failure to request the cooperation of NSCC personnel who had underground parking permits. Recommendations to alleviate other minor problems would include the cordoning off of areas that were unrelated to the fair activity and thus assist persons in finding the event from the street; e.g., numerous people ended up in the press room on the second floor while looking for the fair. There was also some confusion among visitors who inadvertently used the Allstate parking facilities because the signs did not clearly communicate that the area was overflow parking.

Decorations

The decoration of the fair facility was designed and supervised by a professional display artist. The gridiron of guidewires was the foundation for the overhead decorations. Parallel streamers of red, white and blue created the illusion of a false ceiling from which cascaded intermittent political displays comprised of revolutionary drums, crests and balloons. On the east and west walls were hung panels of the traditional red, white and blue bunting. Behind the north and

*See Appendices, Section D, Item 4 for sample copy of form given to participants at VIP reception desk to assist them in preparing their introduction by MC's.

south speaker platforms were displayed clusters of large and colorful circular fans. The main entrances to the floor were decorated with a combination of red, white and blue bunting, balloons and streamers.

The speaker platforms were an assemblage of 4' X 8' modular platforms camouflaged by red corrugated paper around the edges. Atop each platform assemblage a railing was erected. The main speakers' platform was more elaborate with extensions on the railing to simulate a gazebo effect and was equipped with two lecterns. The superstructures on the speaker platforms were decorated with red, white and blue bunting.

The decoration of the candidate and issues booths was the responsibility of the individual campaign committees. This was not only the most economical approach for the CF '72 organization, it also provided the diversity which characterized the fair.

Other items which added to the decor of the event were the Republican elephant and Democratic donkey costumes that were designed for the occasion. In the spirit of political Americana, all CF '72 volunteers who worked the event wore skimmer hats and hundreds of helium inflated balloons were passed out to the children.

Decorations Evaluation

From the early contribution of large display items from the July 4 decorations of supermarkets to the frenzied rush of the last week of decorating, the decoration operation was executed as planned. In terms of organizing the decoration volunteers, the small team approach was a very effective manner by which to maximize the productivity of inexperienced persons. Since most of the decoration work was repetitive, particular design

techniques were demonstrated and then 2-3 person teams were assigned to apply the techniques in specified areas.

Audio and Visual Systems*

The preparation and operation of the audio and visual systems was a complex undertaking that necessitated the coordination of the CF '72 technical director, the IRC media center and KOMO Television. In addition to providing an indoor and outdoor public address system that could be managed by the CF '72 technical director at a central control point, this system also had to have the capability of selectively feeding audio output to commercial media devices. To provide simultaneous viewing of the KOMO videotaping on the floor of the fair, a temporary connection was established between the KOMO remote truck, the IRC media center and television monitors. And finally, a citizen band radio network established audio coordination between the central control point, speaker platforms and key CF '72 personnel.

The public address system consisted of three sub-systems that feed six inputs to the central control point located next to the main speaker platform. The Langevin AM4A mixer system (the prime mixer), along with a homemade control box and a Wallensak 3-channel audio mixer at the central control point, provided the CF '72 technical director the capacity to simultaneously feed audio output to commercial media devices, the IRC media center and any or all of the fifty-two speakers of the public address system. The central control point also monitored the audio level on all inputs and outputs.

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*As with most portions of this report, the description of the audio and visual systems presented here is in a summary fashion. A thirty-one page report entitled "Audiovisual Script: Candidates' Fair '72" on file in the Center for the Study of Practical Politics and the IRC Media Center provides a comprehensive description and operational plan of the audio and visual systems.

The citizen band radio operation consisted of a base station of 5 watts located at the central control point and 5 sub-stations of 100 milliwatts that functioned under the authority of a special citizens radio station license issued by the FCC for the day of the event. This radio communication system kept the central control point advised of problem areas, communicated the arrival of VIPs and provided general assistance in locating members of the CF '72 steering committee that were needed for solving problems.

The technical coordination of CF '72 with KOMO Television was for the purposes of: locating a power source for the remote truck; familiarizing the production director, technical director and remote truck crew chief with the facility in which the event would be staged; and facilitate access to technical aspects of facility for the fifteen person remote crew on the day of the event. Harry Lewis, IRC engineer, acted as the primary technical liaison for CF '72 organization. The October 3 walk through determined that the optimum location for the remote power source--the south mechanical tower--could not be used because there was no circuit breaker panel suitable from which to provide access for 220 volts at 20 amperes. Since the financial status of CF '72 did not permit the expenditure of $300 to $400 to install this equipment in the south mechanical tower, KOMO agreed on October 9 to run a very heavy duty AC extension cable from the special breaker panel in the bottom of the IRC mechanical tower. The simultaneous monitoring of KOMO videotaping for viewing on the floor of the fair was provided by a temporary coaxial cable connecting the KOMO remote truck and the IRC media center. The signal was then fed to three temporarily installed monitors. Other aspects of the CF '72-KOMO

coordination were more of a routine and non-problematic nature--such as final walk throughs and briefings, providing a coffee room for the remote crew, and provision for access to various facilites, circuit breakers, etc.

Audio and Visual Systems Evaluation

Due to the cooperative efforts of KOMO Television, the IRC media center and the outstanding performance of the CF '72 technical director in operating a complex central control system, the audio and visual systems were managed in a superior fashion for the conditions that prevailed on the day of the fair. It is toward alleviating some of these conditions that the following recommendations will be directed.

The CF '72 technical director, who was charged with managing all systems, should have been assisted by an individual who understood the interconnections and interface of all systems and thus be able to provide general assistance and periodic relief. This assistant could also act as a buffer to the interruptions of anxious politicians that periodically focused pressure on the central control point, i.e., the CF '72 technical director. Equipped with a walkie talkie this assistant could be the liaison with steering committee members who would handle political problems. With a similar objective, it is recommended that any future event of this type establish an information booth that is staffed with one or more resourceful steering committee members, along with a couple of volunteers to assist them in servicing politicians and their staffs. To facilitate better utilization of the IRC media center in future events, efforts should be made to initiate a technical walk through by television personnel at least one month in advance. Such a walk through would permit determination

of needs and thus the communication of specific support requests to the IRC media center in a manner that would be more amenable to the workload of the media center.

Staffing of the Event

Excluding the fifteen person KOMO-TV remote crew, staffing for the multiple dimensions of CF '72 involved more than 100 volunteers. The following is a summary review of the functions and/or roles that were staffed by volunteers on the day of the fair:

- technical director (and assistants) to manage all CF '72 audio and visual systems
- steering committee members to act as 'trouble shooters'
- floor director to coordinate the masters of ceremonies
- masters of ceremony to introduce speakers
- security for traffic direction and crowd control*
- entertainment groups and individual performers
- press room staff to provide periodic reports to radio stations and assist reporters covering the event
- hostesses for VIP room and VIP reception desk
- parking lot attendants
- photographers
- PBX operator to keep switchboard open
- food concessions staff
- book concessions staff
- persons to wear Republican elephant and Democratic donkey costumes
- first aid service
- clean-up crew

*Seattle police officers who made up part of the security force were on duty and thus cannot be considered volunteers.

Since previous recommendations of this section have related in part to staffing requirement and many of the other staffing functions were routine in nature, the focus of the following comments will be limited to three areas--security, entertainment and masters of ceremony.

The security provisions, arranged under the direction of Reinhard Jaegar, the CF '72 Security Committee Chairman, were the result of the combined efforts of the Seattle Police Department and the NSCC security pers[illegible]. Not only was the presence of uniformed officers a positive aspect of the security arrangements, the manner in which the assistance of the police department was acquired is the point worth noting. After the failure of an effort to solicit the volunteer services of police officers on an individual basis, Mr. Jaegar assumed chairman of this area. After determining the security needs, his first act was to initiate direct communication to the captain of the Wallingford precinct. Once the dimension of the event and the caliber of the political speakers was demonstrated the police department was fast in offering their official assistance. Thus, in future events of this scope much effort can be saved by investigating official channels first.

The entertainment program of the event was provided through the volunteer services of seven groups or individual performers: Melinda Mohn, the NSCC Jazz Ensemble, the 1890 Village Councilmen, the Yakima Folk Singers, Grandad Slocum, the Sweet Adelines, and the Troubadour Steel Band. This program was arranged by Paul Ingham, Entertainment Chairman, under the direction of John Posten, community involvement chairman. With a few exceptions the entertainment program was of a lesser quality than was anticipated. In view of this fact, it is strongly recommended that future

efforts in this area schedule auditions of perspective performers well in advance of the event. It is also suggested that greater efforts be made to acquire the assistance of the musicians' union.

With the cooperation of the administrators and faculty of NSCC, the masters of ceremony arrangements were well executed. However, the preparations for this area stand open to criticism because of the last minute arrangements. Not only were there a few comments to this effect from persons who volunteered their services, the involvement of a wider cross section of people from the community would have had a better public relations impact for the college.

In conclusion, it must be emphasized that the relative paucity of recommendations for improvements on the staffing of future events of this scope stand as evidence of the superior cooperation and performance of the many people who volunteered their services on the day of the fair. Corrective measures for those aspects that were problematic can be accomplished by placing greater emphasis on preparations for the day of the event.

Conclusion

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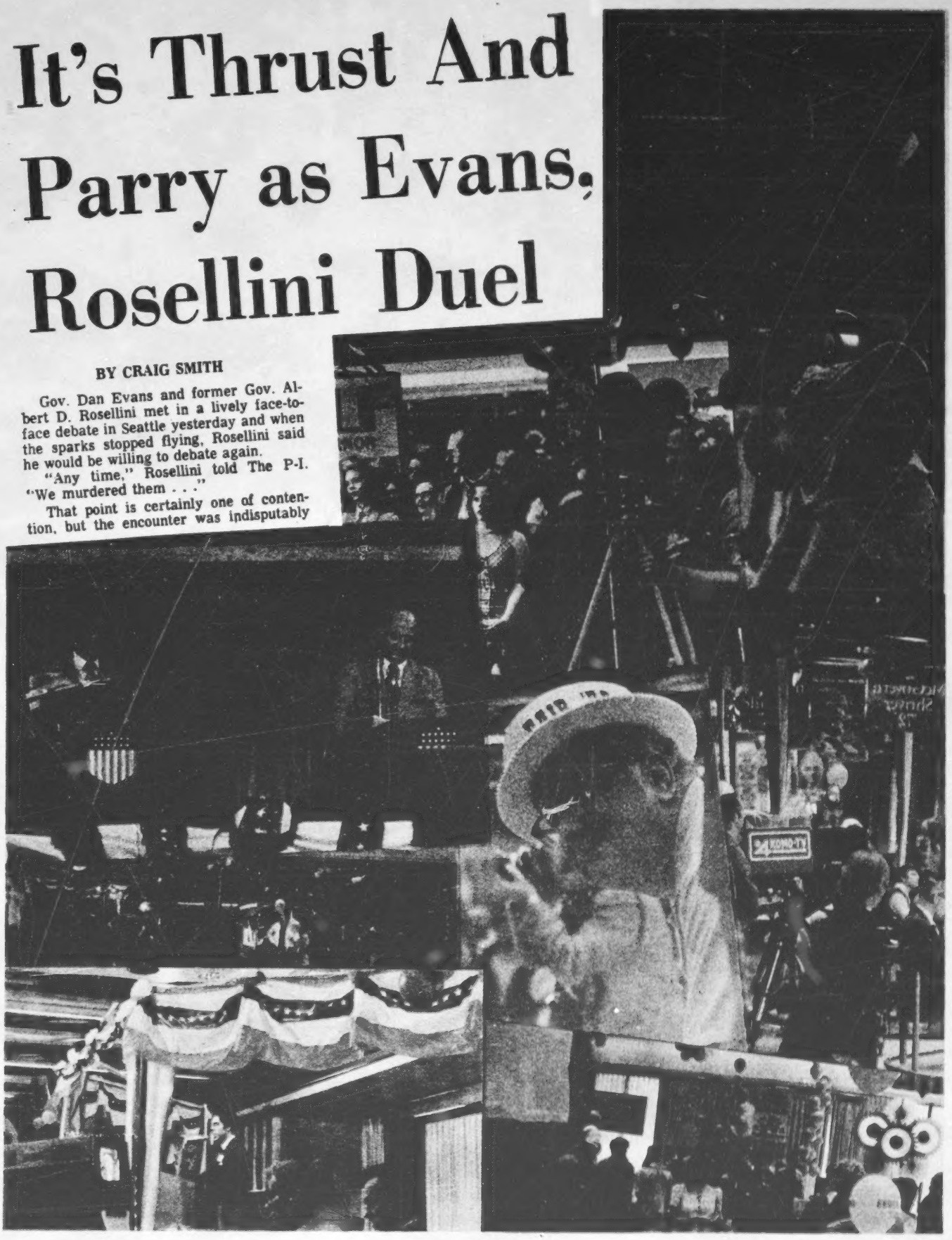
It's Thrust And Parry as Evans, Rosellini Duel

BY CRAIG SMITH

Gov. Dan Evans and former Gov. Albert D. Rosellini met in a lively face-to-face debate in Seattle yesterday and when the sparks stopped flying, Rosellini said he would be willing to debate again.

"Any time," Rosellini told The P-I. "We murdered them . . ."

That point is certainly one of contention, but the encounter was indisputably



This report has provided an overview of the campaign to promote and advertise Candidates' Fair '72 and the staging of this statewide political forum. In addition to delineating the diversity and scope of the organizational effort to bring about the realization of this event, it was also the objective of this review to communicate some of the difficulties of operationalizing an event of this scope under less than favorable conditions. The adverse conditions can be summarized in the word "apprehension." The college was apprehensive of the CF '72 organization because it practised political methods which were foreign to the relatively apolitical atmosphere of an educational institution. This resulted in subtle obstructionist tactics which often made the tasks of the CF '72 organization more difficult to accomplish. At the same time, there was an apparent apprehension on the part of the political community based on the assumption that the CF '72 organization did not possess sufficient political and organizational skill to successfully execute the concept of a statewide political fair.

The objective of the remainder of this report will be to advance recommendations for future political forums of the scope of CF '72. Some of these recommendations are of a general nature and have not been discussed to this point. Others are of sufficient importance to be restated.

Timing Considerations

Though the initial efforts to acquire television coverage of CF '72 were made as early as January of 1972, the process of mobilizing support for the campaign did not begin until June. With the advantage of retrospect, it is now clear that efforts to solicit support for the campaign should have started much earlier.

In addition to the problems of communicating with many organizations that were not active during the summer months, there were other organizations that found it impossible to make major commitments to CF '72 within the limitation of the campaign period. For example, the Seattle Advertising Federation offered to provide professional services from affiliated firms; including the possibility of covering the production costs of one piece of publicity literature. However, because of the lead time needed to process the CF '72 request for assistance and then coordinate the services of several advertising firms, this manner of support could not be initiated until late September. A similar problem arose when the Jay Cees were approached for assistance. The potential of significant Jay Cee involvement was precluded by their policy of programming all major commitments on an annual basis.

The effective recruitment and organization of students at NSCC and other colleges was also impaired by delaying the organization of the campaign until June. To offset the mobility of the college population during the summer months, preliminary recruitment efforts should have been under way by May 1st. The objectives to be pursued at this time would have been threefold: (1) establish the visibility of the plans for CF '72 through student newspapers, student leaders and college faculties; (2) recruit a few individuals on each campus in the Puget Sound area who would form CF '72 publicity committees on their respective campuses; and (3) start to accumulate the names of interested persons for volunteer lists.

And, finally, an earlier beginning of the campaign organization would have allowed time to arrange for the promotion of the fair in many ways which were not explored. The scope and significance of CF '72 could have been explained to legislative candidates at the campaign workshops organized by the Democratic and Republican Caucuses. Solicitation of the advertising of CF '72

by business and industry could have been pursued; e.g., the enclosure of CF '72 promotion inserts in customer billings and the placement of small CF '72 ads in large commercial newspaper advertisements.

Organizational Status of CF '72

On the subject of the organizational status of a future fair within the college, it is important that several points be emphasized. It is imperative that a direct relationship between the college president and the fair director be clearly established. As noted in Chapter III, any alternative chain-of-command relationship would deter the effective operation of an ad hoc organization which is not clearly provided for under the general provisions of college policy. In the area of media relations, the fair organization must be given total control over all media relations concerning the promotion and news coverage of the fair. More specifically, it is strongly recommended that the fair organization not only be authorized to engage in an independent media relations program, but also authorized to delineate the role of the college's public information program in all media relations matters which relate to the fair. And, finally, it is recommended that the fair director arrange for an early commitment of college support for various overhead items that cannot be borrowed, e.g., telephones, etc.

Staffing Considerations

As is dictated by the paltry financial condition of many public service organizations, the principle of volunteer staffing prevailed in CF '72. For many members of the steering committee the time expenditure to fulfill CF '72 responsibilities amounted to almost a full-time position. The responsibilities of the CF '72 director were equivalent to holding two full-time positions. Given these facts, it is strongly recommended that the college make

a serious effort to arrange some manner of compensation for the leadership of future organizations of this nature. In addition to investigating the feasibility of support from the NSCC Foundation, other areas of consideration should include release time for the faculty member who assumes the management of the fair and work study positions and tuition waivers for the student members of the steering committee.

Educational Value of CF '72

The response to Candidates' Fair '72 was overwhelmingly positive. Many were impressed that a community college successfully organized and executed a political forum of such a scope; particularly in view of the record of failures by many senior institutions of higher education in this area. Some contenders for political office have suggested that similar events should be staged in the major metropolitan areas of Washington in future election years. Political writers, commentators and analysts have been, naturally enough, most interested in the dramatic impact of the gubernatorial debate that took place at CF '72. Yet little emphasis has been placed on the educational value of CF '72. This may be an overstatement in consideration of the fact that most of the positive responses toward the event were implicitly promised on the usefulness of the event to Washington voters, i.e., providing the voters of Washington with a fuller understanding of the candidates and issues of the 1972 election. Nonetheless, it is important to recognize the value of the learning experience that was received by the students who were involved in the promotion and staging of CF '72. The reference here is not only to the students on the steering committee who were the catalysts and the backbone of the CF '72 success, but also to the one hundred students (plus) who had lesser responsibilities.

The educational dimension of CF '72 was best communicated by an item written by a student that appeared in the campus newspaper under the headline, "Candidates Fair '72 or Reality 101."

> It is now only a few hours after the close of the Candidates' Fair '72 and I want to get these thoughts down as they run through my mind....Briefly, I came into the CF '72 operation very late in the game...and worked only three hours a day most of the time. This is no way compared with the months of work put into the fair by others....
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> When I began to work, I noticed one thing about the staff. They were physically and mentally exhausted. Like a fighter getting beaten, they were fighting off blow after blow or near disaster, but they never quit...and never failed to rise to the occasion time after endless time.
>
> I was lost for two days trying to figure out where I might fit in--a part time warrior as compared to battle weary veterans. What I first mistook for disorganization turned to the realization that what I was witnessing was a beautiful organization that got the work done regardless of the complexity. The examples are too numerous to mention--thousands of things to do, nobody to do them, and no time to do them--but they got done, always just in time.... work was being done from 8 a.m., to midnight or later every night.
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> Basically, this was a class...[in] Reality 101. I do not know the number of students enrolled but, in various degrees, at least a hundred were involved. [It was] a practical lesson never found in a classroom, virtually ungradable, typically invaluable and culminating in an inner confidence....The true measure of this was demonstrated the day of the fair. The students were in charge completely, from top to bottom. Debbie told the candidates, the television crew and everyone else what the schedule was. She checked it, changed it and enhanced it without the intervention of the [CF '72 director] because [he] trusted her and she trusted her own abilities. The same was true of Rich McPhail--in complete charge and control of thousands of dollars of electronic equipment. Ken Restine ran the concessions in a like manner. Sally Temple had already completed most of her work with the news media. as Janie had done in directing the distribution of promotion materials. All the volunteers worked willingly for and with these and other steering committee members....
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> My last and most satisfying memory is that of the CF '72 director walking (not running) around the Fair. He was checking to be sure, but really buffered by the knowledge that his students had learned their lesson only too well. He had nothing left to do!

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